



State of California
Department of Motor Vehicles

Strategic Plan

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Building
the
Foundation
for the
Future



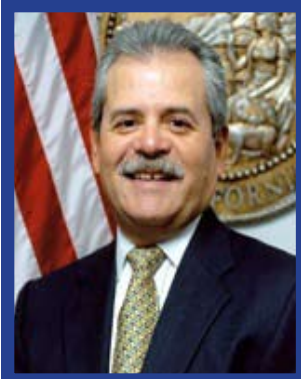
Arnold Schwarzenegger, Governor, State of California
Dale E. Bonner, Secretary, Business, Transportation and Housing Agency
George Valverde, Director, Department of Motor Vehicles

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Clockwise from top left: Fairfield Field Office Grand Opening, inside the new Hollywood Field Office, Hollywood Field Office Grand Opening, a DMV office sign, inside East Riverside's new Field Office.

From the Director



For us, like many of you, 2009 has been a year of challenges and opportunities. "Doing more with less." "Budget Cuts." "Furloughs." These words have impacted all of us.

As we initiated this year's strategic planning process at the Department of

Motor Vehicles, we were cognizant of the challenges associated with the State's current budget situation. We also recognized that this unprecedented time in government provides us with an opportunity; an opportunity to really look at who we are, what we currently do and where we want to be.

We realized that our best approach is to build a solid foundation that aligns our resources to strategic objectives, enhances organizational outcomes and creates a vision for the DMV of tomorrow. To that end, the 2009 Strategic Planning theme:

Building the Foundation for the Future

Set around the tone "Professional, Reasonable, and Responsible" we evaluated our organizational priorities to ensure that what we are doing is the right thing to do and that it's the right time to do it.

With this focus, we considered the changes taking place in California with regard to technology, customer demographics and workforce. Current trends indicate that we are moving toward a society where:

- electronic commerce will continue to gain popularity;
- we'll be connected through mobile devices;
- a vast majority of Californians will have broadband internet services;

- vehicles will be powered by green technologies; and
- there will be a remote workforce.

Not only will technological and other changes impact society as we know it, it will also impact how you do business with us. We are proactively responding to the changes taking place in California. We are modernizing our Information Technology infrastructure, preparing our future leaders, and striving to provide you with state-of-the-art services.

As we enhance our products and services to more efficiently serve you, we understand the needs of you, our customers, are as diverse as California's population. We must keep the "digital divide" in mind and ensure that new and emerging technologies are used with our customers best interests in mind.

We also know that our employees play a critical role in achieving strategic goals. A strong organization is built, maintained and reinforced by its people. Here at the DMV, our workforce is building on a rich history of excellence in our service to each other as well as to you. In the coming year, we will maintain our commitment to initiatives that enhance our workforce capabilities. That, along with service innovations, product improvements and the efficient use of resources, is what makes DMV not only a strong organization but a great one!

I am pleased to present the Department of Motor Vehicles' 2009 Strategic Plan. It has been developed with a focus on your priorities, our employees' well being, and a view of what is to come.

A handwritten signature in black ink that reads "George Valverde".

George Valverde, Director
California Department of Motor Vehicles

Our Mission

To effectively and efficiently serve the public by:

- Registering vehicles to identify and authorize use and titling vehicles to establish ownership interest
- Licensing and regulating the motor vehicle industry and licensing drivers
- Establishing true identity to ensure the validity of licensed drivers and ID card holders
- Securing and protecting personal information

Our Vision

CALIFORNIA DMV: DRIVING CHANGE

CUSTOMER-FOCUSED ● SOLUTION-ORIENTED ● INNOVATIVE

Our Core Values

California DMV embraces the following as our Core Values:

- Honesty and integrity
- Respect and consideration for each other and our customers
- Accuracy and quality in all our products and services
- Respect for and awareness of our impact on the environment



Left to right: a speech at the Disabled Advisory Committee luncheon, the DMV Green Technology booth, a Strategic Planning session.

Enhance services to our internal and external customers.



Everyone is and has a customer, as the saying goes. We refer to our workforce as our internal customers; our employees are customers to one another. Each member of our workforce is an essential part of our service delivery system that ultimately impacts the service we give **you**. And you count on us to process your request accurately and timely. You expect that we will treat you with respect and handle your visit, call or web transaction with the care it deserves. That is our goal, too. By focusing our efforts on enhancing our work environment, our products and services, and our communication efforts, we are taking great steps toward meeting this goal.

STRATEGIES

Internal Customers

Enhance the workforce environment.

We will focus on enhancing our facilities, physical workspaces, facilities and resource materials, while at the same time strengthening our relationships with each other.

Enhance our workforce capabilities to meet current and evolving business needs and demographics.

We will prepare our workforce for the current and future work of the DMV. This includes providing innovative employee training opportunities; creating an upward mobility program that not only enhances their knowledge and capabilities for their current role but prepares them for their future; implementing recruitment and retention efforts that bring in top talent; and messaging how changing demographics of our customers impacts our service delivery.

Enhance and promote effective organizational communication.

Effective communication is defined as “the right message, to the right people, at the right time, in the right way(s).” We will encourage one and two-way communication that promotes employee awareness and engagement through a variety of communication methods.

Top Photo: Providing assistance at the San Ysidro Field Office.

Right Photo: Assisting at the Sacramento Call Center

External Customers

Research and assess the business needs of our diverse customers.

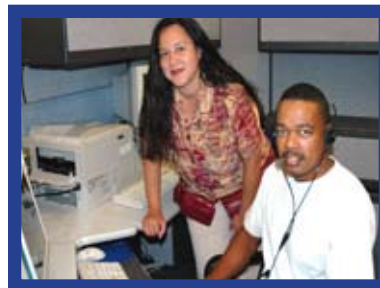
We will continually ask you about the services you’d like to see us provide. We will seek this information through a variety of means including surveys and focus groups.

Align DMV products and services to meet current and evolving customer needs.

We will take steps to design our products and services with your needs in mind. We will also be proactive in our approach to enhance our services and anticipate changing needs.

Enhance and promote effective customer communication.

We will continually seek means to provide customers with current, relevant information. We have already begun using a variety of different communication channels including MySpace, Facebook, Twitter and YouTube.



Enhance the safety of California's motoring public through partnerships.



California's 347,000 mile roadway system is large, diverse and complex. With nearly 32 million registered vehicles, these roadways are essential to our daily lives. With the increased roadway use by motor vehicles, bicycles and pedestrians alike, we are continually striving to ensure California's drivers are educated and qualified, and that they understand the consequences of unsafe driving.

STRATEGIES

Enhance traffic safety through the expansion of safety-related projects and partnerships.

We will continue to partner with other State agencies responsible for roadway safety through the California Strategic Highway Safety Plan, as well as the enhancement of our internal processes.

Ensure drivers are qualified and competent to use California roadways.

We plan to assess competency through both a licensing and post-licensing process as well as develop innovative and evidenced-based competency assessments of drivers.

Educate the public and promote traffic safety through proven methods and innovative approaches.

We will continue our outreach and education activities while seeking other opportunities to enhance our traffic safety message delivery.

Tailor safety messages to specific customer sub-groups on the dangers and consequences of being a high-risk driver.

We will target messages to certain high-risk drivers to help them achieve greater success behind the wheel, and take action against the driving privilege of those who fail to follow the rules of the road.

Evaluate and provide evidence-based information on the effectiveness of traffic safety-related actions.

We will continuously evaluate the impact of our actions, legislation and other measures as to how they have improved the safety of California's roadways.

Improve the quality, completeness, and uniformity of safety data and the sharing of it among State, Federal and local agencies, and stakeholders.

We will work to establish a traffic safety-related data warehouse and a cross-departmental committee to help coordinate traffic records, and their use and storage. We will also continue to validate safety-related information we receive from external parties.

Plan for and assess the safety implications of innovative modes of transportation and specific population needs.

We will ensure that we are aware of, and prepared for, the use of alternative modes of transportation like Smart Cars, Segways and human-powered vehicles. We will also take steps to ensure all adaptive equipment installed on vehicles allows them to be operated in a safe manner.

Top Left Photo: Securing a child in a safety seat. Top Right Photo: Beginning a Driver's License Exam in Sacramento.

Security

Strengthen validity, security and protection of personal information



Every day, thousands of Californians provide us with detailed personal and private information. This information is valuable and must be protected. At DMV, we are going to great lengths to ensure our data, and our customer's data, is safeguarded. We continually seek to implement best practices to prevent fraud and enhance the security and privacy of personal information.

STRATEGIES

Promote information security and privacy awareness.

We will conduct outreach for wider public and employee awareness of information security policies and practices through means such as training and media.

Ensure accurate submission and timely processing of departmental actions.

In cases when we must revoke or cancel a driver license, we will ensure that we do so quickly. We will investigate potential driver license fraud and misuse in a timely manner.

Ensure consistent enforcement of DMV information security policies.

Being consistent in our application of information security policies is critical to our ability to secure data.

Seek out and integrate best practices to mitigate fraud and protect personal information under DMV authority.

We will continually research and investigate emerging technologies, encryption methodologies, change processes, incident response and networking.

Establish accurate and secure identity management to facilitate authentication and authorization.

Our processes for entering and accessing data will be reviewed and enhanced as appropriate. We will also enhance our data authentication processes.

Strengthen and enhance the processes used to release or exchange DMV information.

We will undergo a department-wide review and enhancement of our information sharing processes.



Above Left Photo: Providing assistance at the Mendota Field Office. Above Right Photo: Assisting a customer at the California State Fair.

Enhance consumer protection

We have a clear focus on protecting consumers from unfair or deceptive business practices. As a regulator and licensor of various vehicle-related businesses including car dealers and driving schools, we want you to feel confident in patronizing these businesses and their services. Our commitment to protecting you extends to aggressively investigating complaints and enforcing regulations and legal remedies.

STRATEGIES

Enhance review, inspection and investigative processes.

We are implementing an enterprise-wide database to view documents that may be part of a review, inspection, or investigative process. We also will work to establish regular interaction with stakeholders such as the Auto Dismantlers Association.

Develop new and improved trend analysis and enforcement tactics.

We will make better use of statistics and their analysis, apply stricter guidelines for the use of public services, and increase audit activities.

Improve case management and resolution processes.

We continually seek ways to reduce processing times for our cases. Additionally, we will communicate timeline expectations to our customers and establish a single-point-of-contact system for approval of case settlements.

Identify the use of emerging technologies that impact consumer protection as they relate to licensing, registration and enforcement practices.

We will seek ways to integrate new technologies to help us with our consumer protection practices. This includes “going paperless” with our processes, using secure data storage, and developing new tools and training for internet-based crimes.

Promote public awareness of rights, responsibilities and consumer protection services.

We will continue to work with our industry partners, the media and others to ensure the public is aware of their rights and remedies.

Improve visibility and strengthen communication and partnerships with licensees and other stakeholders.

We will seek to increase the level of trust and cooperation through consistent representation at industry, community and other events.



The May 2009 Investigator Orientation Course Graduating Class.

Our Strategic Planning Process

We have a robust annual strategic planning process that is enhanced each year to incorporate our lessons learned and industry best practices. This year, we enhanced our process by incorporating more people at a variety of levels in the organization. The 2009 Strategic Planning process at the DMV is outlined below.

January and March 2009:

We facilitated two separate environmental assessment sessions with the Executive Team. Typically we would conduct one session; however, this year's budgetary concerns were so far-reaching that we believed a second session was needed. These sessions also included a validation of the major elements of our Strategic Plan, our: Mission, Vision, Core Values and Goals.

March 2009:

Our next step was to conduct a 3-day Strategy Session in which the second level of management and program experts were brought in to determine the "vital few" strategies that will guide our activities for 2009. The Executive Team was invited to provide comment and acceptance of the strategies developed by the Strategy Team.

April 2009:

With the strategies accepted by the Executive Team, we then facilitated another 3-day session with the Action Team. During the Action Concept Session, a variety of managers, analysts and program experts discussed the activities/potential projects that the DMV should initiate to accomplish our strategies. As with the Strategy Session, the Executive Team was brought in to provide comment and a feasibility check on the Action Concepts presented.

May and June 2009:

The Action Concepts were distributed to the Divisions for further review and analysis. The Divisions were tasked with rating the Concept Ideas and presenting their recommendations to the Executive Team. All Action Concept Ideas receiving approval will be vetted through the Department's governance process.

Ongoing Activities:

Quarterly, the Executive Team meets to evaluate our performance measures progress and modify them and/or our activities as needed.

Monthly, the Strategic Planning Office monitors and coordinates activities, reviews action plans/concept statements for Strategic Plan alignment, participates in the enterprise governance process, monitors and advises on internal/external timelines, and communicates results.



*All three above pictures:
2009 Strategic Planning
sessions*

Acknowledgements

We would like to acknowledge the following contributors to the DMV's 2009 Strategic Plan.

Executive Team

George Valverde
Ken Miyao
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| • Robert A. Nelson | • Graciela Pelayo-Hallum |
| • Ann Prawl | • Ed Rogala |
| • Cheryl Ramsubhag | • Caprice Sander |
| • Rico Rubiono | • Brian Wong |
| • Randy Vera | • Carol A. Wymore |
| • Jim Woodward | |

Special Thanks

- Will Guitierrez, DMV Spirit Record (pictures)
- Dianne Bonilla & Carolyn Horikawa, Conference Rooms and Arrangements
- Janet Medina, Departmental Training Branch--Equipment
- Adam Ralls & James Smith, Room Configuration
- Cover concept car: Aptera 2e, courtesy BisonBlog/Flickr

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We in the Strategic Planning Office would like to thank Bob Martinez for his guidance and support.

We wish him well in his retirement!

Welcome to Stephanie Dougherty, our new Chief of Strategic Planning and Organizational Development.



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